

# DEVELOPING EFFECTIVE POLICIES AND PROGRAMS





# CHAPTER 7

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Left:

A Minister of Sport and Youth participates in a “play day” with school children at Burma Camp in Accra, Ghana on the margins of the third Executive Committee meeting of the Sport for Development and Peace International Working Group (SDP IWG). Delivered by local coaches, play day activities are specially-designed to promote holistic child development.

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Previous page:

Ministers and Heads of State participate in a panel discussion at the 2004 Athens Roundtable Forum, “Harnessing the Power of Sport for Development and Peace.”

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# 1 CONTEXT: DEVELOPING EFFECTIVE POLICIES AND PROGRAMS

## 1.1 THE STRATEGIC CHALLENGE

All governments play an active and crucial role in developing and supporting the sporting life of their nations. This is true at the high-performance level and in community sport systems for people of all ages and abilities. Few governments, however, make intentional and active use of sport on a large scale as a tool for advancing their domestic and international development and peace objectives.

As the preceding chapters outlined, evidence and experience have demonstrated that sport can be a low-cost, high-impact tool for advancing a broad range of development objectives, in particular, but not limited to, the Millennium Development Goals. At present, the use of sport to advance these goals has largely been confined to numerous small-scale projects, often developed at the margins of existing government policy and program frameworks, with limited funding, capacity and prospects for long-term sustainability.

To fully harness sport’s potential, Sport for Development and Peace approaches must be accepted and integrated into the broader development toolkit, and the necessary national policies, investment, and capacity must be in place to permit programs to be scaled-up on a national basis.

Moving to this reality presents a dual challenge. First, development agencies must be aware of, and open to, the use of sport as a tool for development and peace, integrating

it into their international assistance policies and programs. Second, national governments must be aware of the power of sport to help them meet their domestic development goals, and they must recognize the importance of integrating sport into their development priorities and strategies. This is particularly important because ownership of policies and initiatives must reside with national governments and, at the project level, with local communities. Ownership is critical to the long-term success and sustainability of initiatives. Without local ownership, initiatives are unlikely to receive the support and commitment required to succeed.

Once key policies are in place, governments must address the challenge of developing programs and ensuring they have the capacity to deliver them effectively. The jurisdictional division of responsibilities with provincial/state and local governments for education and other matters means that many initiatives and programs will require partnerships with other levels of government to secure their active participation and support. Where national governments do not have direct jurisdiction, they may use their convening power, shared-cost partnerships, and other forms of influence to encourage positive action by other levels of government.

In virtually all cases, Sport for Development and Peace programs will involve mobilizing partnerships with a broad range of actors, including sport organizations, NGOs, the private sector, and multilateral agencies, to harness expertise, leverage resources, and coordinate capacity-building and program activity. Many of these partnerships will arise from the policy-making process itself, which should ideally involve the full range of Sport for Development and Peace stakeholders.

## 1.2 ADOPTION AND IMPLEMENTATION OF SPORT FOR DEVELOPMENT AND PEACE

The process of adopting and implementing Sport for Development and Peace policies and practices will differ from country to country. The process will depend, among other factors, on the current country context, the history of the government's involvement in the issue, the existing political framework, and the government's public policy development process.

While no linear, step-by-step process exists, there are four general areas of activity that most governments embark on when developing and integrating Sport for Development and Peace policies and practices into national and international agendas. These areas of activity include:

- Mobilizing government support and action;
- Policy development;
- Program design and implementation; and
- Resource mobilization, partnerships and collaboration.

The following sections highlight key considerations within each of these areas, and provide policy and program recommendations to governments, recognizing that governments will adopt those that are applicable and adapt them to their own contexts.

While the previous chapters focused on the use of sport to achieve specific development and peace objectives (namely health, child and youth development, gender empowerment, inclusion of persons with disabilities, and peace-building), this chapter addresses key cross-cutting themes that relate to all Sport for Development and Peace initiatives undertaken by governments, and the policies and actions necessary to their success. The recommendations in this chapter build on and reinforce ideas and recommendations presented in the preceding chapters and provide a framework for harnessing the power of Sport for Development and Peace.

### 1.3 GUIDING PRINCIPLES

Governments interested in mobilizing Sport for Development and Peace purposes are invited to consider the following guiding principles, derived from the experiences of governments, commonly agreed upon development principles (such as those set out in the Paris Declaration on Aid Effectiveness<sup>1</sup>), and generally accepted best practices in policy and program development.

To ensure the relevance, quality, and effectiveness of their Sport for Development and Peace policies and programs, governments are encouraged to adopt the following key guiding principles.

#### **Adopt participatory policy and program development and consultation processes.**

Policy and program development processes should engage all key stakeholder groups. These inclusive processes will help define needs, opportunities, and priorities. Stakeholder groups may include but are not limited to:

- Target beneficiary populations;
- Relevant government departments and agencies;
- Local governments;
- Schools;
- Sport federations and national Olympic and Paralympic committees;
- Domestic and international civil society organizations engaged in development;
- Private sector organizations involved with sport and/or development;
- UN and other multilateral partners, including regional bodies such as the European Union and African Union;
- Donor governments (where applicable); and
- Media.

### Apply an evidence-based approach.

An evidence-based approach makes effective use of research evidence, best practice guidance, and effective consultation and evaluation mechanisms. This approach will help to identify needs, contribute to effective program and policy design, and ensure continuous improvement.

### Adopt a rights-based focus.

A rights-based focus recognizes and enforces the right of individuals to sport and play, as set out in relevant international treaties (some of which are identified in Chapters 2-6) and national laws, and seeks to promote inclusion and prevent discrimination.

### Commit to learning and development.

A learning and development focus emphasizes the need to share lessons learned with Sport for Development and Peace practitioners and policy-makers and to collect feedback from stakeholders to continuously adapt and improve policies, initiatives, processes, and relationships.

### Commit to transparency and accountability.

A commitment of this nature can foster trust, effective partnerships, public support, and successful policies and programs.

## 2 RECOMMENDATIONS TO GOVERNMENTS

The recommendations that follow have been distilled from the experiences of more than 50 national governments involved in the SDP IWG, and consultations with representatives from UN agencies, sport organizations, NGOs, and the private sector. To be relevant to all governments, the recommendations that follow are necessarily high-level. Governments seeking more detailed analysis and examples are encouraged to consult the SDP IWG's companion report, *Sport for Development and Peace: Governments in Action*, which examines the experiences, challenges and lessons learned from 34 national governments that have been actively developing and implementing Sport for Development and Peace policies and programs around the world.

## 2.1 MOBILIZING GOVERNMENT SUPPORT AND ACTION

Raising awareness and building support among national political leaders and senior government officials are critical first steps in mobilizing government action around Sport for Development and Peace. In some countries, participation in the SDP IWG has been the catalyst to generate this kind of support. However, in most cases, ongoing outreach and awareness-building within governments by Sport for Development and Peace proponents is required to build the cross-governmental support needed for the broad-based and integrated use of sport to advance development and peace objectives.

### Recommendations: Mobilizing Government Support and Action

#### Undertake outreach and raise awareness.

Sport for Development and Peace proponents may encounter a general lack of awareness of sport's potential as a development and peace tool. They may find that sport is perceived as a luxury relative to more compelling development needs and is, therefore, unsuitable for investment by developing nations' governments or donor agencies. Systematic outreach and awareness-raising efforts are needed to address this view. It is crucial to communicate and provide evidence that sport can be an effective means of addressing diverse societal challenges and reducing the public costs associated with these challenges.

#### Position sport as a tool for development and peace.

While sport has inherent value in and of itself, it is critical that it not be positioned as a development goal on its own. Sport is a means to achieve other development goals, especially those linked to the MDGs. It is also important to be clear about the risks associated with the use of sport in particular contexts, as well as the limits to what sport can achieve.

#### Access existing knowledge resources.

Governments can now access a modest but growing range of research and knowledge resources that can be used to demonstrate sport's capacity to impact diverse development and peace objectives. Resources available can also provide guidance on how to use sport for these purposes. Sport for Development and Peace proponents are encouraged to collect and make use of research evidence, case studies, reports on other governments' activities and materials that provide:

- Evidence of sport's impact in relation to specific development and peace objectives;
- Examples of sport's use for these ends; and
- Evidence-based guidance on how to design effective Sport for Development and Peace policies and programs.<sup>2</sup>

### Build on the priorities of other government departments.

Support for Sport for Development and Peace policies and initiatives is most likely when initiatives are designed to help individual departments and governments achieve their specific priorities and honour their international commitments under relevant treaties, conventions and agreements. Many government departments pursue development objectives that can benefit from the inclusion of sport in their policy and program approaches. Sport has particular relevance for departments targeting health, child and youth development and education, inclusion of persons with disabilities, the advancement of gender equality, and conflict prevention and peace-building. Additional impacts can be demonstrated in the areas of employment, economic development and environmental sustainability.

When building on government priorities, proponents of Sport for Development and Peace are encouraged to:

- Conduct outreach and engagement to inform different departments of the ways that sport can help them to advance their mandate and objectives and create a critical mass of supporters and partners, in leadership positions and at the operational level.
- Contact officials in other departments and provide them with evidence of sport's impact on development goals relevant to them. Forwarding relevant reports and resource documents, meeting with key individuals to discuss how sport can be used to address issues of shared interest, and meeting with those most likely to be interested are all good ways to start.
- Include finance departments in Sport for Development and Peace dialogue because they are the lead department in the budget-making process. Table 7.1 provides examples of how to convey the importance of Sport for Development and Peace to achieving finance ministry priorities.
- Engage other departments that can contribute to advancing Sport for Development and Peace in key ways. For example, departments of transportation and urban planning play a critical role in planning and designing community infrastructure like indoor and outdoor sport facilities, trails, etc.

Children participate in a Sport for Development and Peace program in the occupied Palestinian territory. Sport and play activities can be strong tools for peace-building, particularly in regions affected by conflict.”

Right To Play



**TABLE 7.1 REDUCED PUBLIC COSTS ASSOCIATED WITH SPORT FOR DEVELOPMENT AND PEACE<sup>3</sup>**

<b>SOME WAYS THAT SPORT FOR DEVELOPMENT AND PEACE CAN REDUCE PUBLIC COSTS</b>		
Increased physical activity levels	➔	<ul style="list-style-type: none"> <li>• Reduced health care costs associated with chronic diseases and mental illness</li> <li>• Reduced costs to individuals from lost work and health care expenses incurred due to illness</li> <li>• Reduced employer payroll costs due to reduced absenteeism</li> <li>• Economic benefits from improved productivity</li> </ul>
Higher childhood vaccination rates	➔	<ul style="list-style-type: none"> <li>• Reduced health care costs due to reduction in preventable childhood illnesses</li> <li>• Reduced productivity losses due to absences by family members to care for sick children</li> </ul>
Reduced adolescent health risk behaviour	➔	<ul style="list-style-type: none"> <li>• Reduced health care costs due to reduction in high-risk adolescent pregnancies</li> <li>• Reduced health care costs arising from diseases linked to smoking</li> <li>• Reduced health care and policing costs from reduced alcohol and drug use</li> </ul>
Improved HIV prevention knowledge	➔	<ul style="list-style-type: none"> <li>• Reduced health care and productivity costs as a result of fewer HIV infections</li> </ul>
Increased access to reproductive health information and services	➔	<ul style="list-style-type: none"> <li>• Reduced health care costs due to improved maternal and infant health</li> </ul>
Increased school enrollment and attendance	➔	<ul style="list-style-type: none"> <li>• Increased economic productivity and reduced social costs due to better educated and more employable youth</li> </ul>
Acquisition of transferable skills by youth	➔	<ul style="list-style-type: none"> <li>• Increased productivity and reduced social costs due to higher youth employment</li> </ul>
Prevention of youth crime and involvement in armed militia and gangs	➔	<ul style="list-style-type: none"> <li>• Reduced policing and security costs and reduced costs to victims of crime due to lower crime rates and less militia/gang activity</li> </ul>
Increased employability of persons with disabilities	➔	<ul style="list-style-type: none"> <li>• Reduced cost pressure on families and income-assistance programs due to increased employment among persons with disabilities</li> </ul>
Job creation through sport equipment manufacturing	➔	<ul style="list-style-type: none"> <li>• Reduced cost pressure on income assistance programs and increased productivity from increased employment and skills training</li> </ul>

### Identify and work with internal and external champions.

As more people, organizations and governments learn about Sport for Development and Peace, champions are likely to emerge who are willing to reach out to, engage, and inspire other potential supporters. These champions can be elected or non-elected officials within the government, or advocates external to government such as athletes and beneficiaries of Sport for Development and Peace programs. Champions are essential to capturing the

attention of potential target audiences and demonstrating the power of sport, often in personal and highly compelling ways. Because key champions can be particularly helpful in promoting Sport for Development and Peace within government, it is important to identify them and to find ways to work together.

### **Establish ongoing mechanisms for inter-departmental collaboration.**

Once sufficient interest is established, cross-departmental mechanisms for coordinating policy and program development and implementation are useful. These mechanisms promote knowledge-sharing, help to prevent duplication of effort between departments, and promote a more integrated approach to programming, which is often welcomed by external partners and communities.

Two commonly used approaches for inter-departmental collaboration include:

- Establishing formal and informal inter-departmental working groups. Sport for Development and Peace efforts can be strengthened, for example, when sport and development departments meet and collaborate on a regular basis.
- Creating sub-committees focused on specific areas such as research or capacity-building. Sub-committees can establish clear, shared objectives, a small number of priority goals and a work plan. These steps can help motivate departments to participate and will ensure progress in building Sport for Development and Peace knowledge, support and capacity.

### **Identify and work with key external Sport for Development and Peace stakeholders.**

Governments can benefit from engaging and consulting national sport federations and organizations, relevant NGOs, UN and other multilateral agencies, and interested private sector partners. These bodies can act as powerful advocates and provide valuable expertise, insight, resources and partners for government initiatives. National advisory councils or roundtables can effectively mobilize leaders from all sectors and foster more effective policies and programs through coordinated consultation and action.

### **Liaise with Sport for Development and Peace proponents in other governments.**

Governments can benefit from exchanging knowledge and experiences with their peers on a regional basis and participating in international ministerial meetings, working groups, and conferences. Policies and initiatives undertaken in these fora can be useful catalysts for advancing policy and program development at home. They also offer opportunities for coordinated initiatives and partnerships with other governments in areas such as

research, capacity-building, and joint programs, increasing the resources available to participating governments.

### Utilize other international networks.

Governments can expand on knowledge exchange, coordinated initiatives, partnerships, and resources by participating in broader cross-sectoral Sport for Development and Peace networks and events (e.g., Magglingen and Next Step Conferences, IOC Sport for All Congress) which offer access to the knowledge and expertise of Sport for Development leaders from the private sector, sport federations and organizations, NGOs, and the international research community.

### Build public support for Sport for Development and Peace.

Public engagement and support is critical to the success of Sport for Development and Peace efforts. This is particularly true when there are questions about whether investment in sport should be a government priority, given other compelling development needs. A clear public message positioning sport as an effective way to meet these needs is essential in these circumstances.

To build public support for Sport for Development and Peace, government proponents are invited to:

- Draw on research evidence and examples from successful programs/projects to tell a compelling story about what sport can do. Involving the media to deliver this message can help build public awareness and support;
- Capitalize on the role that athletes, teams and sport figures can play as advocates; and
- Engage civil society actors in shaping Sport for Development and Peace policies and programs because they can provide important insights and be strong advocates.

## 2.2 POLICY DEVELOPMENT

Once there is sufficient awareness and support for Sport for Development and Peace within a government, policy development is the next step. This can be approached through two primary avenues: 1) establishing a distinct national Sport for Development and Peace policy and related legislation, programs, and investments that flow from this; and 2) integrating Sport for Development and Peace into existing national and international development and sport policies and related legislation, programs, and investments.

Ideally, governments will pursue both avenues because they are mutually reinforcing. However, some governments may feel that a separate national Sport for Development and Peace policy is not appropriate to their needs. A government may choose instead to focus

on integrating the use of sport into other pre-existing policies. This may involve including Sport for Development and Peace in:

- National sport policies;
- International assistance strategies and policies;
- National poverty reduction and development strategies; and
- Other key policy frameworks (e.g., health, education, children and youth, indigenous peoples, persons with disabilities, women, settlement of migrants and refugees, and employment).

Because contexts vary across countries, and within countries according to the policy objectives and target populations involved, there are no one-size-fits-all policies or approaches that governments can adopt. Each government must undertake its own consultations and analysis to determine where sport can be used effectively to achieve development objectives and how best to do this. Governments can, however, build on the lessons learned from other governments already making use of sport in this way. These lessons are incorporated in the recommendations that follow.<sup>4</sup>

## Recommendations: Policy Development

### Determine the need for a national Sport for Development and Peace policy.

In some cases, a separate Sport for Development and Peace policy may be appropriate and necessary to advance Sport for Development and Peace. This must be assessed on a case-by-case basis.

### Leverage existing development and sport policies and programs as potential platforms for Sport for Development and Peace activity.

These should be assessed individually to ensure their suitability for the purpose.

### *Governments of developed nations* - Consider integrating Sport for Development and Peace into international development and international sport policies.

Sport can be a valuable tool to advance international assistance priorities. Unless Sport for Development and Peace is integrated into international assistance priorities, international and grassroots NGOs will have difficulty securing funding for projects and developing country governments will be denied an important source of funds for scaling-up successful national programs.

*Governments of developing nations* - **Consider integrating Sport for Development and Peace into Poverty Reduction Strategy Papers and National Development Frameworks.**

Sport can be an effective tool for advancing many of the development objectives already reflected in these strategic documents. This requires that sector-wide approaches and policy frameworks agreed to by developing country governments and donor partners opt for an inclusive approach to sport. Without an inclusive approach, national scale-up of effective programs may be difficult.

**Incorporate lessons learned when developing any Sport for Development and Peace policies.**

SDP policies are more likely to be effective if they:

**Define the terms “Sport for Development and Peace” and “sport” for the purposes of the policy.** There are many ways to define these terms and governments should choose definitions that are relevant and appropriate to their national context.

**Reinforce the attainment of development and peace objectives, especially the Millennium Development Goals, where appropriate.**

**Explicitly acknowledge other relevant international obligations and commitments under UN conventions, treaties and other instruments of international law.** Some of these commitments were identified in the preceding thematic chapters.

**Commit to ensuring programs, projects, initiatives and events embody and promote the best values of sport.** These values include fair play, respect for others, teamwork, cooperation, inclusion and excellence.

**Commit to full inclusion.** Governments are encouraged to recognize the importance of sport as a right and give particular attention to ensuring the full inclusion of girls and women, persons with disabilities, people living in poverty, people living in urban and rural communities, indigenous peoples, and other disadvantaged populations as appropriate to each country’s context. Inclusion involves ensuring:

- Equal access to sport opportunities, facilities and programs;
- Participation in policy and program development and implementation; and
- Accommodation of the needs and preferences of each group in the selection of sport activities and the design of programs and facilities.

**Draw on the full range of physical activities, sports and games (traditional and non-traditional) as a means of encouraging participation.**

**Commit to working in partnership with diverse Sport for Development and Peace stakeholders and other government departments.** Partnerships can facilitate the leveraging of resources (financial, human and physical), expertise, training, facilities, and equipment.

**Consider community access to sport.** To ensure safe and equitable access to sport, when designing SDP policies, governments are encouraged to ensure that communities have access to:

- Safe, accessible and appropriate sport spaces and facilities;
- Low-cost sport and play equipment; and
- Trained coaches, teachers, program staff and volunteers.

**Ensure a supportive legal framework.** Where appropriate, laws and regulations may need to be put in place to make SDP policies effective.

**Include a clear monitoring and evaluation framework.** This framework should invite feedback from affected target populations and policy implementation partners, enabling governments to assess the effects of their policies on an ongoing basis and to make necessary corrections.

## 2.3 PROGRAM DESIGN AND IMPLEMENTATION

Sport for Development and Peace lies at the intersection of international development and sport. A well-managed and integrated approach to both is essential to ensuring quality programs with maximum impact.

Sport for Development and Peace programs are most effective when they have clear development objectives and are delivered as part of broad, integrated approaches to addressing development issues. At the national level, this means ensuring programs are integrated with other related policy and program efforts. At the local level, this means working closely with organizations and partners to ensure initiatives are locally driven, coordinated, mutually reinforcing, and that they leverage partnerships to optimize available resources.

The recommendations below are based on best practices derived from existing programs and generally accepted development and programming principles — most notably the importance of supporting local ownership and capacity development.

## Recommendations: Program Design and Implementation

Strive to ensure that all Sport for Development and Peace programs incorporate best practices.

Sport for Development and Peace programs are more likely to be effective if they:

**Possess clear development objectives, goals, target populations, and success indicators.**

**Actively involve target populations in the design, planning and implementation stages.**

**Give priority to development objectives over sport objectives.** This way, general community sport programs can contribute to a more equitable distribution of social and health benefits.

**Embody and actively communicate and reinforce the positive values of sport.** These values include fair play, respect for others, teamwork, cooperation, inclusion and excellence.

**Deliver a quality sport experience that is fun and enjoyable.** All sporting activities must be supported by appropriately screened and trained coaches, teachers, program leaders and volunteers.

**Recognize the holistic development of individual participants throughout the life cycle.** Emphasize choice and participation for everyone.

**Empower participants.** Ensure participants have a direct voice in decisions concerning the program's design and operation, and a role in program delivery.

**Consider the culture, gender and age of target groups and take into account their material realities, risk factors, specific needs and capacities.** Draw on available best-practice information, input from knowledgeable stakeholder organizations, and consultation with target group members to weigh these factors.

**Identify and address barriers to participation.** Ensure the inclusion of girls and women, persons with disabilities, individuals living in poverty, migrants and refugees, indigenous peoples, out-of-school and unemployed youth, and other socially and economically excluded groups.

**Build local capacity.** Plan to deliver, grow and sustain program activities, ensuring the participation of skilled and trained personnel — teachers, coaches, community workers, volunteers, and program participants themselves.

**Work in an integrated and coordinated way with other national or community level programs, organizations and initiatives to achieve shared objectives.**

**Leverage resources.** Utilize partnerships, shared initiatives with other organizations, and participation in broader learning and knowledge exchange processes.

**Adopt and implement child protection principles consistent with the UN Convention on the Rights of the Child.**

**Deliver activities in an accessible, safe, clean, and hazard-free environment.**

**Facilitate access to low-cost equipment and other supports to participation.** Ensure the greatest possible participation through access to sport clothing, adaptive equipment for persons with disabilities, sanitary products for girls and women, etc.

**Raise awareness of the need for broader social and economic changes and supports.** Where necessary, advocate for everyone to enjoy access to quality opportunities for sport, physical activity and play.

**Commit to sustainability over the long term.**

**Build in clearly defined monitoring and evaluation mechanisms from the outset.** Design mechanisms to support ongoing learning and continuous program improvement and invite input from participants, delivery organizations, program partners and the broader community.

**Share lessons learned with other Sport for Development and Peace practitioners and policy-makers.**

**Adapt lessons learned from the sport and development sectors.** Tailor lessons learned from other sectors and programs to meet local needs and realities.

**Bring together Sport for Development and Peace stakeholders at the national level to address coordination issues.** Coordinating diverse Sport for Development and Peace actors across sectors is an ongoing challenge. Governments

can play a leading role in addressing this challenge by convening national stakeholders to address these issues. This has the added benefit of fostering opportunities for partnerships and maximizing the use of limited resources.

*Donor governments and agencies - Uphold the principles outlined in the Paris Declaration on Aid Effectiveness.*

The effectiveness and impact of donor support for Sport for Development and Peace programs and initiatives can be enhanced by:

- Eliminating duplication of effort and rationalizing activities to make them as cost-effective as possible;
- Implementing shared arrangements and simplifying policies and procedures to encourage collaboration and alignment with other donor agencies, developing-country governments and NGO partners; and
- Helping to strengthen partner countries' development strategies and build their capacity to implement these strategies effectively.

**Strengthen the capacity of government departments, sport federations and organizations, and other partners to design and administer programs to enhance their quality and sustainability.** Mechanisms for knowledge exchange and training are important and can be implemented on a regional as well as a national basis. In addition to governments of developing nations, multilateral agencies and donor governments have an important role to play in supporting capacity-building efforts.

2.4  
**RESOURCE  
MOBILIZATION,  
PARTNERSHIPS AND  
COLLABORATION**

Many governments have identified the challenge of obtaining resources to support their Sport for Development and Peace initiatives as a hurdle to be overcome. In some instances, this is due to lack of awareness of sport's potential as a development tool within the government, making it difficult to access resources through regular budgetary processes. In these instances, outreach and engagement with other departments is needed to build greater support. In other cases, there is broad support for Sport for Development and Peace, but governments are faced with general resource constraints that limit the funds available. In these cases, finding ways to expand available resources and optimize their use is critical. Emphasizing both the low cost of sport-based programs, and their effectiveness in preventing or reducing larger health, social, or economic costs is an important strategy (see Table 7.1 for examples of how Sport for Development and Peace can contribute to reducing public costs).

Governments can mobilize a broad range of resources through collaborations and partnerships internally across government departments and with external partners. Success depends on each government's ability to work through the inevitable challenges that arise from differences between organizations and sectors when it comes to operating cultures, values, processes, and time frames.

### **Recommendations: Resource Mobilization, Partnerships and Collaboration**

#### **Consider the full range of resources that can be mobilized to advance Sport for Development and Peace initiatives.**

In addition to funding, there are a variety of resources (e.g., sport, development, technical and management expertise; sporting goods and services; access to facilities; media and communications opportunities; global networks) which can be used to support Sport for Development and Peace initiatives. Governments are encouraged to use collaborations and partnerships to leverage these resources wherever possible. While most governments have significant experience collaborating with other governments, multilateral organizations, and civil society organizations, many have far less experience partnering directly with the private sector on development programs. The International Business Leaders Forum has undertaken valuable research to understand key success factors for Sport for Development and Peace partnerships involving governments and the private sector, as well as potential barriers that governments and businesses must overcome in order to partner successfully.<sup>5</sup>

#### **Harness the power of mass sport events as public education and communication platforms, and deploy elite athletes as ambassadors and role models for Sport for Development and Peace initiatives.**

The rise of sport as entertainment and its dissemination through mass media makes sport one of the most powerful and globalized communication platforms in the world. Global and national professional sport federations and organizations can be highly effective partners for governments interested in harnessing this power for public education and communication campaigns to advance development and peace objectives. The global reach of high-profile sport events has also amplified the reach and impact of star athletes, making them invaluable spokespeople, role models, and partners in Sport for Development and Peace.

## Recognize and take advantage of the critical role of civil society organizations as partners in Sport for Development and Peace.

Governments can benefit from identifying key civil society stakeholders and designing processes to:

- Engage them in policy and program development;
- Keep them informed of government Sport for Development and Peace activity;
- Invite their collaboration in leveraging resources for Sport for Development and Peace activity; and
- Facilitate networking and knowledge exchange opportunities.

International and national development NGOs, amateur sport federations and organizations, and local grassroots organizations play a critical role in Sport for Development and Peace.

In most cases, these organizations are:

- Essential intermediaries between governments and the people and communities they are working to assist;
- Primary delivery agents (in addition to schools and workplaces) for many Sport for Development and Peace programs;
- Repositories of community, development and/or sport knowledge, expertise, and leadership; and
- Largely trusted and respected by their members and stakeholders.

As such, these groups are necessary and central partners when it comes to Sport for Development and Peace policy and program advocacy, development and implementation.

## Encourage multilateral organizations and regional bodies and commissions to support and participate in Sport for Development and Peace national efforts.

Many multilateral organizations actively promote Sport for Development and Peace efforts, funding grassroots projects, undertaking research, facilitating networking and knowledge exchange, and integrating Sport for Development and Peace into their own priorities, policies and programs. Governments can build on this interest by inviting these organizations (in particular UN agencies, programs and funds) to participate in national initiatives and engaging them in inter-governmental processes aimed at research, knowledge exchange, policy development, and capacity-building.

## Engage municipal and local governments and communities in the design and delivery of Sport for Development and Peace initiatives.

Because most Sport for Development and Peace initiatives are delivered in communities,

municipal and local governments are logical partners for governments. In particular, municipal governments can:

- Provide local insights and expertise;
- Provide access to local sport facilities (for which they are often responsible);
- Ensure programs are integrated with other local efforts to achieve shared objectives; and
- Mobilize local support, resources and participation.

Use of local facilities and efforts to ensure that these are accessible to everyone are particularly dependent on the goodwill and cooperation of municipal and local partners.

### **Involve formal educational institutions and community-based learning organizations in the design and delivery of Sport for Development and Peace initiatives.**

Primary and secondary schools are prime sites for the delivery of Sport for Development and Peace initiatives aimed at school-going children and youth. Post-secondary institutions play a critical role in providing the teachers, coaches and staff who deliver programs with the skills and expertise they need to work effectively. In both respects, schools are essential partners and merit a place in Sport for Development and Peace policy and program design processes.

### **Involve the private sector in Sport for Development and Peace initiatives.**

The private sector can provide a wide range of skills, expertise and resources which include:

- Funding;
- Technical and project management skills;
- Branding, communications and marketing expertise and services;
- Global relationships and networks;
- Management support; and
- Employee volunteering and fundraising activity.

Workplaces are also important delivery sites for some Sport for Development and Peace initiatives such as physical activity, health education, and sport volunteerism.

### **Maximize the private sector's contribution by actively seeking opportunities to partner with international, national and local businesses.**

Engaging businesses, local businesses in particular, can help to build support and capacity and increase the sustainability of local and national Sport for Development and Peace initiatives. Private sector interest in Sport for Development and Peace is likely to increase

during the next two to three years, with a series of high-profile sporting events unfolding in developing countries, including the Beijing Olympic and Paralympic Games (2008), the Delhi Commonwealth Games (2010), and the FIFA World Cup in South Africa (2010). At the same time, robust tools to support cross-sector partnerships now exist. Governments and businesses can use these tools to overcome challenges such as a lack of shared language, limited best practice norms, and a sometimes uneven degree of mutual trust between companies, governments, the development community, and sport organizations.

Governments are well-positioned to pursue partnerships with the private sector. They can:

- Invite companies to add a Sport for Development and Peace component to existing and future sport sponsorship and marketing arrangements;
- Suggest linkages between companies' sport sponsorships and their existing corporate sustainability commitments;
- Build on existing company involvement in community-based sport development activities (e.g., encouraging participation, helping to finance start-up of community-based sport organizations, training sports coaches, etc.);
- Solicit the contribution of sporting goods and services (design, production, and distribution); and
- Make connections between government Sport for Development and Peace initiatives and companies' core business objectives (e.g., health development for pharmaceutical companies; community safety and security for tourism industries; and an educated work force for information and communications technology companies).

### Optimize efforts to secure partners for Sport for Development and Peace initiatives.

This can be done by:

**Clarifying the objective of the initiative and its target population(s).** This is particularly important information for potential funding partners who may have specific funding requirements, or for private sector institutions seeking to develop new markets or with already defined corporate social responsibility and philanthropic objectives.

**Developing clear program parameters that will help define partnership parameters.** For example, establish budget, types of resources required, start and end dates, project milestones, success indicators, plans for monitoring and evaluation, other prospective partners and their roles.

**Preparing a brief and compelling program rationale.** This should include supporting research evidence or success stories from comparable programs elsewhere to demonstrate that sport can have the intended development impact.

**Identifying diverse ways in which potential partners can contribute to the Sport for Development and Peace initiative.** Partners can contribute to initiatives in many ways and they are often looking for a more engaged role than simply providing funding. With regard to the latter, however, matched-funding programs<sup>6</sup> are a potentially effective means to encourage support for Sport for Development and Peace initiatives.

**Identifying opportunities for direct engagement of the partner's employees.** The opportunity to have staff, board members, or private sector employees directly engaged in community initiatives is important to many partners. All parties benefit and learn from opportunities to feel good about their organization's role in the community (locally or globally). Opportunities for engagement may involve volunteering in programs, fundraising, providing technical expertise or assistance with project management.

**Describing related sponsorship and marketing opportunities.** Not all partners are seeking public relations opportunities but these can be valuable and can make some opportunities more attractive to partners.

**Demonstrating the government's clear support for the initiative.** It is important that governments be strongly committed to any partnership opportunities they present to potential partners. Governments must come prepared to discuss the contribution they propose to make — whether this takes the form of funding or other kinds of contributions.

**Establish or designate a lead office to serve as the primary point of contact for all Sport for Development and Peace stakeholders seeking or engaged in partnerships with the government.**

Stakeholders can find it confusing and sometimes frustrating to navigate different government departments on their own. This can be a significant impediment to collaboration. A designated office or primary contact can function as a one-stop source of information on all relevant government initiatives for companies, civil society organizations and sport federations and organizations, helping to connect them to initiatives that meet their objectives and needs. This office could also support departments seeking business partners by helping them to identify appropriate target firms, develop effective solicitation strategies, and administer public-private partnership agreements and conflict of interest guidelines.

## Consider the full range of fiscal mechanisms available for raising funds to supplement those secured through external donors and partnerships.

These mechanisms may include:

- General government revenues;
- Dedicated taxes (e.g., on alcohol, tobacco, etc.);
- Proceeds from authorized national lottery and gaming programs;
- Interest from special-purpose government endowment funds or foundations; and
- Citizen- or corporate-designated tax revenues.<sup>7</sup>

Governments are encouraged to avoid user fees, as these can be a significant barrier to participation for low-income individuals and families.

## Explore tax policy options that provide incentives to communities, businesses, and individuals to support Sport for Development and Peace initiatives, and related tax options for removing barriers to the success of these initiatives.

For example, national governments may give preferential tax treatment (e.g., tax credits or deductions) to: municipal recreational facilities that are fully accessible; companies that implement eligible workplace sport and physical activity programs, donate sporting equipment or services, or financially sponsor Sport for Development and Peace initiatives; and individuals who make financial donations to Sport for Development and Peace initiatives. Governments may also choose to reduce taxes that increase the cost of sport equipment, clothing, participation, and facilities.

## Work with other governments and stakeholders to develop regional and international forums and mechanisms for collaborative Sport for Development and Peace research, knowledge exchange, and best practice development.

As interest in Sport for Development and Peace grows, governments are no longer confined to working alone to develop their initiatives. International collaborations have shown that governments and other Sport for Development and Peace stakeholders, including multilateral agencies, benefit when they work together. In particular, all governments benefit from opportunities to exchange knowledge and work with their peers on shared challenges. The International Platform on Sport and Development and the Magglingen and Next Step conferences provide excellent examples of existing forums for knowledge exchange. Donor governments and multilateral agencies can help by supporting further coordinated inter-governmental and cross-sectoral efforts in relation to research, knowledge exchange and capacity-building.

Donor governments (and multilateral agencies) may wish to consider giving priority to supporting collaboration in the following target areas:

- Research to evaluate and enhance sport's impact as a development tool;
- Policy development and implementation;
- Program development and implementation;
- Partnership development;
- Resource mobilization;
- Human capacity-building;
- Inclusion strategies and methods;
- Low-cost sport facility and equipment development; and
- Monitoring and evaluation.

In some cases, regionally based collaborations may be most effective because they bring together governments operating in similar cultural or development contexts that are responding to related opportunities and challenges. In other cases, it will be important to involve a broader cross-section of governments to ensure diverse perspectives and contexts are taken into account and that the tools and strategies that are developed are relevant to more than a narrow range of contexts.

Successful collaboration of this kind is likely to make a valuable contribution to the broad adoption and effective implementation of the recommendations outlined in this chapter. Governments have diverse experiences, capacities and expertise to share. All can benefit from focused opportunities for joint research, knowledge exchange, and capacity development that enable them to better leverage their own resources, make progress against their goals, and contribute to the progress of Sport for Development and Peace worldwide.

### 3 CONCLUSION

Today, international momentum around Sport for Development and Peace is growing. With this momentum comes mounting evidence of the value and development power of sport. Although *Harnessing the Power of Sport for Development and Peace: Recommendations to Governments* will provide governments and practitioners with a solid foundation on which to build their own policies, programs and initiatives, the recommendations contained herein will need to evolve over time to reflect the research, experience and best practices that are emerging.

There is tremendous enthusiasm among Sport for Development and Peace proponents to fully harness the development power of sport. Although significant progress has been made, much work remains. By embracing sport as an innovative tool for development and peace today, and by joining together in collaborative undertakings in the future, governments can strengthen their efforts to overcome development challenges and attain the Millennium Development Goals.

**ENDNOTES**

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- 1 *Paris Declaration on Aid Effectiveness*, endorsed 2 March 2005, online: World Bank <<http://www1.worldbank.org/harmonization/Paris/FINALPARISDECLARATION.pdf>>.
- 2 For further information on where to find research evidence, case studies, reports on activities of other governments, and other related material, please consult the Resources section in the Appendix.
- 3 Evidence supporting the information presented in this table is provided in Chapters 2-6.
- 4 For more information on the work governments are currently doing in the area of Sport for Development and Peace, see the SDP IWG Secretariat's compendium report *Sport for Development and Peace: Governments in Action* (Toronto: SDP IWG Secretariat, 2008).
- 5 For more information, governments are encouraged to consult the International Business Leaders Forum's 2008 report, *Shared Goals Through Sport*, (London, UK: 2008), online: International Business Leaders Forum <[http://www.iblf.org/media\\_room/general.jsp?id=123994](http://www.iblf.org/media_room/general.jsp?id=123994)>.
- 6 These are programs wherein the government commits to match all funds raised through funding partnerships up to a maximum amount. These programs are attractive to funders because they increase the impact of donations.
- 7 This refers to revenues derived from formalized opportunities for citizens or corporations to designate a portion of their tax payments to a particular program or expenditure area when they file their tax returns.